



HQ CIVIL WORKS ENGINEERING NOTES

Volume III Number 6

3 March 1998

Notes from Steve Stockton, Chief, Engineering Division

The new Project Management (PM) Regulation (ER 5-1-11) is on the street. I would like to thank all of you that provided comments on the previous draft versions and those of you who expressed your views to me personally. If you have not read the final version, I urge you to do so. Although the guiding principles remain unchanged, the content has changed substantially from earlier versions.

I understand the concerns expressed by many of the folks in the Planning and Engineering communities. At the same time I continue to be amazed at how folks are interpreting the regulation. I believe it is flexible enough to fully implement the Project Management Process AND build a strong program in the process.

I know that many of you are threatened by the impending changes that may affect your organization. Don't be. The debate is over. Now is the time to embrace the principles of the ER. Use them to promote teams and collaboration. Let's use our skills and energy to solve problems, not create them.

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I know that many of you see this as a significant loss to the Corps and your functional community. It will be only if you let it. The sooner you complete the grieving process and reach acceptance of reality (and believe me this is reality) the better off we all will be.

The following article was taken from an article written by Fred Caver for the PM newsletter. I support these views.

Chief's Corner

Fred Caver, CECW-B

"After what seemed to me to be an especially long, agonizing process, we now have a new Engineer Regulation on programs and project management. It was fascinating to me to see the incredibly wide variety of reactions and

comments expressed during development of the ER. They ranged from adamant opposition (often based on incorrect inferences) to criticism that it doesn't go far enough (which included those whose reaction was "no real change, no big deal").

It's not really possible to satisfy or convince the adamant opponents. Suffice it to say that the Chief believes that it's crucial to the survival and continued relevance of the Corps for us to become more efficient and responsive in an era where our customers have real choices as to where they take their business. Our world has changed -- and continues to change quickly. Organizations that cannot maximize their effectiveness across organizational and geographical boundaries will be replaced, and the Corps has traditionally been very rigid in these areas.

Those folks who assert that the new ER contains no real change are more worrisome to me. I suggest they are VERY wrong. A few of the more significant changes include the following:

-- We will take a corporate approach to our business and define success differently. In the past we've tended to define ourselves as planners, designers, operators, real estate specialists, construction managers, etc. Success was defined by producing a good product within one's specialty. The ER envisions a Corps where success is dependent on a finished project that meets the customer's objectives, and the project team members plus everyone else supporting them is focused on his or her role in successful project delivery or program execution.

-- The definition of program management is broadened to cover ALL WORK done by a district or division. This permits all commitments and resource demands to be aggregated and analyzed in one place (under the purview of the DPM), reviewed in a corporate environment, and the Commander to be appropriately engaged in critical decision-making in a timely fashion. Heretofore, as much as 50 percent of a district's workload was not included in the program management system. This ER affirmatively changes that.

-- The role of the functional chiefs is substantially different. Although still responsible for the individual products that make up a project, their roles principally become ones of developing and retaining qualified people, assuring that the necessary systems and environment are in place to permit professional, technically sound products to be produced, acting as senior technical advisors to the Commander, and serving as members of the district's corporate board. Again here, the emphasis is on collaborative interaction rather than unilateral control.

-- The role and qualifications of a project manager will change. In selecting project managers, the emphasis will first be on leadership, managerial, communication and conflict resolution skills as primary factors -- and then technical qualifications. Further, project managers will assume significantly more authoritative, responsible and visible positions in the organization -- extensions of the Commander -- than previously.

These are only a few of the changes envisioned. If I had to characterize the essence of the

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shift contemplated by the ER, it would be to turn the Corps into a single, efficient organization with a common purpose and capable of corporate, coordinated, integrated action. The change is at least as significant as the one we took as a result of Initiative 88 which established the life cycle PM concept in the Corps or when ER 5-7-1 was released several years ago. Stay tuned, it's going to be fun."

A copy of the new regulation is included with these notes as Appendix A. General Ballard's memorandum transmitting the regulation to the field is included as Appendix B.

[Stockton, (202) 761-0215 or (202) 761-0115 while in Planning]

CURRENT NEWS FROM CWE

HQDA Annual Screening Panel--Engineers & Scientists (Resources & Construction)

The Annual CP-18 HQDA Screening Panel will convene in Washington, D.C., on 5 May 1998. This panel will update referral rosters to be used for development of referral lists for GS-14 and GS-15 level positions Army wide.

The CP-18 Functional Chief's Representative has approved a variance in the normal processing for this year's panel. **Current registrants do not have to take any action to carry forward the HQDA Panel ratings now on file. We will automatically carry forward all current, valid ratings in the inventory at the completion of the 1998 Annual Panel** . Careerists may, however, submit a new initial package for rating or request additional ratings in referral categories if they desire. Registrants who wish to change one or more ratings on file must submit a new initial package. We will again allow careerists who have a NO CHANGE package on file to submit ADD ON ratings. We will not delete any records unless we are advised the registrant has left Army. Please note that registrants who have been permanently promoted to the highest grade for which they are rated **must** submit a new initial package for rating if referral consideration is desired at any grade. Registrants who have only "Lateral" ratings must submit a new initial package to receive consideration for promotion.

Check with your Personnel Action Center for the suspense dates for your organization.

[Pearre, (202) 761-4531]

Security Alert at Dams

This is a reminder to review security procedures at our dams. The Corps has been made aware of a "very general threat" of potential actions against dams on 14 March 1998 under the auspices of the "International Day of Action Against Dams and for Rivers, Water, and Life." This information was previously distributed to the field as a Criminal Intelligence Bulletin from the office of Security and Law Enforcement. If you have not seen the bulletin, check with your security office.

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The USACE Provost Marshal has recommended that field activities increase their vigilance in response to this potential threat, and renew liaison with local law enforcement agencies. Any information regarding the “International Day of Action Against Dams” should be forwarded to CPT Walt Baldwin at (202) 761-8726 as soon as possible. [Bank, (202) 761-1660]

Digital Mapping Exposition

On March 24 from 1000 to 1400, the State Department will be holding an exposition on digital mapping that will demonstrate Satellite-Based Remote Sensing, Geographic Information System (GIS), Geospatial Information and Data, Global Positioning Systems, and Digital Mapping technologies. Participants will include USACE, National Imagery and Mapping Agency (NIMA), US Geological Survey, Census Department, National Oceanographic and Atmospheric Agency (NOAA), along with other agencies and vendors. USACE will be demonstrating GIS technology that uses NIMA standard products (Geospatial Information Development and Demonstrations System - GIDDS); supports emergency operations (ENGLnk Interactive), demonstrates facility management activities (95% Solution) and a water quantity and sediment quality information system.

The Exposition will be held in the State Department's Main Exhibit Hall. If you are interested in attending, please email your name, social security number and birth date by March 13 to Nancy Blyler. [Blyler, (202) 761-8893]

Workshop on Modification of Civil Works Projects to Accommodate Inflow Design Floods

CECW-EG and CECW-EH co-sponsored the subject workshop in San Bernardino, CA on 24-26 February 1998. The workshop focused on a) sharing of modification experiences between field elements and b) exploring new, innovative and more cost-effective ways to accommodate the inflow design flood in a facilitated forum very similar to a Value Engineering workshop. Workshop groups addressed a) raising of embankment dams to preclude overtopping and regain required freeboard, b) widening existing spillways, c) increasing project discharge capacity by means other than widening spillways and d) hardening of dams to safely allow overtopping. Representatives from CECW-E, CELRD, CELRH, CEMVD, CEMVN, CENWK, CENAB, CENAP, CESP, CESPL, CESP, CESPA, CESWF, CESWL & CEWES participated. Summary briefings presented many ideas with significant potential for either direct application or, at least, further consideration and research. Discussions also highlighted the need to address the widespread and complex problem of spillway erodibility at USACE projects. A summary of the workshop will be prepared and distributed during the 4th Qtr, FY 98. [Klosterman, (202) 761-8682]

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CWE INFORMATION

Recruitment for Program Managers (GS-340 Series)

When life cycle project management was implemented in the Army Corps of Engineers, our senior position was classified in the GS-340 Series with a title of Program Manager (Engineering & Science). This was based on the belief that experience in one of the engineering and scientific disciplines would be a primary requirement for this key position. It was included in CP18 coverage, and we have been using the central referral inventory for recruitment.

Now that we are in a better position to evaluate the requirements of the position, we find that recruitment for this position would be better served by making it a more general Program Manager, GS-340 Series, without the specialized experience requirement. Accordingly, I have asked my staff to take steps to move this position from CP18 coverage. This will mean those recruitment actions for these vacancies will be handled by the Civilian Personnel Operations Centers (CPOC), and that interested candidates will apply directly to vacancy announcements. We are working on a standard position description and uniform recruitment plan, which we will provide to USACE managers in order to achieve some consistency. This change will be effective 1 April 1998.

I urge you to take action now to publicize this important change to your workforce. We will, of course, notify each current registrant in our CP18 central inventory. If you have questions, please feel free to contact Mrs. Louise Crowell at 202-761-0826, DSN 763-0826.
[Stockton, (202) 761-0215]

DID YOU KNOW

Specification for Fine Ground Cement for Grouting

In response to some district requests, a specification has been developed by the CEWES Concrete and Materials Division that describes minimum requirements for finely ground cement to be used in grouting by the Corps of Engineers. This material is becoming more and more commonly used for grouting. The specification is designated as CRD-C 273. A similar effort in ASTM Committee C 1 is underway, but will probably be a couple of years in development. The CRD-C procedure will be in effect until the ASTM procedure is issued. A copy of this procedure is included in Appendix C. For more information and comments, please contact Toy Poole, (CEWES-EM, 601-634-3261. [Lee, (202) 761-0412]

Professional Development Assignment

General Engineering Branch has funds for a 90-120 day tour in Professional Development under EC 350-2-157. The funds provide the travel and per diem for the individual. We are seeking an individual interest in the tour (will consider 2 60-day tours). We would like to start the

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assignment in March; however, the start date can be adjusted.

If anyone in your office is interested in a tour please contact either Charles Pearre, 202-761-4531, or Robert Bank 202-761-1660. [Baldi, (202) 761-8894]

SPECSINTACT

The SPECSINTACT web page is very much improved. Check it out at <http://kscdl2.ksc.nasa.gov/specsintact/>.

Remember you can always down load the latest version from the web site. Find out what new and/or improvements have been made with SPECSINTACT.

YOU ASKED

CMR Terminology

Question: Do the "forecast" dates in the construction contract award and design completion spreadsheets represent the currently estimated completion dates versus the originally "scheduled" completion dates? (Submitted by CENWD-NP)

Answer: Forecast is what you forecast this year. This is a sensitive issue since we've always started each year with a "clean" slate. Planning does it a little differently. And Dr Zirscky has implied he would to stick with the original date. However, our intent is not to penalize you for an error or incident that occurred 1-2 years ago but to measure you on how well you are managing your work today. [Bickley, (202) 761-8892]

We received a question concerning management of Dam Safety Assurance Program projects. Since the Project Management regulation has just been finalized, this question will be answered in the April notes. [Pearre, (202) 761-4531]

Questions are needed by the 15th of the month for the next issue of HQ CIVIL WORKS ENGINEERING NOTES. Questions can be sent by FAX to (202) 761-4002 or by e-mail to Charles Pearre. [Pearre, (202) 761-4531]

DAM SAFETY PROGRAM

ICODS Technical Seminar Held

The fifth training seminar sponsored by the Interagency Committee on Dam Safety (ICODS), *Application of Mitigation Strategies for Dam Safety*, was held on 18 and 19 February in Emmitsburg, MD. Approximately 150 people from Federal and State agencies attended the well-received seminar. There was strong Corps participation from Districts, Divisions and

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Headquarters. This was a good opportunity to see how others in Federal and State governments have approached dam safety challenges on their projects.

John Wise of Fort Worth District, presented a case study on the labyrinth spillway at Sam Rayburn Dam (TX), and Mark Harris of Little Rock District, presented a case study on the secant pile cutoff wall at Beaver Dam (AR). Steve Stockton presented an overview of the Corps Dam safety program.

One copy of the course notebook will be provided to each Division Dam Safety Coordinator to share within their Division. We will be working with ICODS to ensure that the brochure and application form for the next Seminar are made available in a more timely manner.

[Bank, (202) 761-1660]

FIELD INFO TO SHARE

Illinois River Forecasts

The following information was furnished by Bill Koellner of the Rock Island District:

The Illinois River is the only place in the country where Corps of Engineers forecasts are integrated into the National Weather Service (NWS) forecasting procedures and issued at Corps projects under the heading of NWS forecasts. The cooperation between Rock Island District, the NWS, and the NWS River Forecast Center at Chanhassen, MN, has been great. The District has broken new ice with the weather service in a cooperative area. We are getting products that no other district gets, early forecasts on tributaries, and resulting use of the UNET model output developed in water control.

The daily procedure is for NWS to drop the 28-day forecast into our database for all tributaries, and we then integrate this into our UNET models on the Mississippi and Illinois rivers. We in turn make model runs and send the output to the NWS computer. They use our output and distribute this on the Internet and to all users, public, and private companies as their forecast.

This action was fully coordinated with RIAC and the Illinois Carriers Association to determine the customer needs. This forecast is customer-driven, both private and public.

Questions concerning the forecasts should be address to Bill Koellner by E-mail at CEMVR-ED-HR or by telephone at 309-974-5272.

The National Weather Service issued the following news release:

Today the North Central River Forecast Center (NCRFC) inaugurated the issuance of daily 5-day mainstem forecasts for the Illinois River. All traditional forecast points were included and the tailwater forecasts for Marseilles L/D, Starved Rock L/D, Peoria L/D, and New LaGrange L/D

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were added. It was a historic day marking the first time that a US Army Corps of Engineers UNET model output was incorporated into the forecast generation process. A new graphical procedure, developed by Steve Buan, Hydrologist, at the NCRFC was used to assimilate forecast input from several models for each forecast point to produce 5-day 6-hour increment forecast hydrograph guidance for transmission to local field offices. Bill Morris, SH at LOT WFO, developed an interim procedure, until AWIPS is at WFO's, to issue a tabular forecast. John Halquist, DOH, NCRFC will soon provide the WFO's with a plotting routine so the forecast hydrograph can be placed on the homepage. WFO's involved with this project include LOT, ILX and LSX. These expanded forecasts out five days, 28 days on Wednesdays, was accomplished in cooperation with the Rock Island District, COE, The RIAC, and the St Paul District, COE. Plans are to include Lock and Dam Tailwater locations on the Mississippi River by snow melt this spring. Released by Dean Braatz, Hydrologist in Charge, NCRFC.

Districts are encouraged to submit information for this section. Also, tell us your ideas on how HQ CWE can do it better and what you would like to know about. Your information is needed by the 15th of the month for the next issue. [Wallace, (202) 761-8890]

REMINDER

These HQ Civil Works Engineering Notes are now available on the Internet approximately three days after publication. You can the access the Notes directly at <http://www.usace.army.mil/inet/functions/cw/cecwe/notes/>.